Business Plan
2016–2017

Communications Nova Scotia

NOVA SCOTIA

Contents

Message from the Minister 2
Mandate 2
Government Priorities 3
Priorities, Outcomes and Goals 3
Performance Measures 4
Core Responsibilities/Services 4
Communications Planning 5
Marketing & Creative Services 5
Communication & Corporate Services 5
Actions 6
Performance Measures 7
Departmental Expenses Summary 8

Message from the Minister

In the coming year, CNS will continue to streamline and integrate its services to allow us to achieve better outcomes across a number of different areas.

We've realigned resources to focus more on stakeholder engagement, digital content, more effective media relations, and speaking more directly to Nova Scotians.

Nova Scotians will see government use new and emerging online tools much more readily, and changes to the government website will provide a much more user-friendly experience to Nova Scotians and visitors.

Analytics and research continues to better inform our work, so we can better understand how Nova Scotians want to interact with their government.

All of this is an effort to improve service to Nova Scotians, in the most efficient way possible.

Sincerely,

Zach Churchill
Minister, Communications Nova Scotia

Mandate

Communications Nova Scotia's mission is to help Nova Scotians understand what their government is doing and why.

As government's full-service communications agency, Communications Nova Scotia (CNS) is legislated to centrally manage and deliver innovative communication support and services ensuring Nova Scotians have the information they want and need.

CNS continues to focus on efficiency and coordination in planning how government communicates with Nova Scotians.

Government Priorities

Priorities, Outcomes and Goals

As a central agency, CNS will work to strategically support government priorities. Specifically, CNS will focus on the following outcome: Nova Scotians are aware of government priorities, programs and services and how to access them.

This includes bringing an integrated, full-service marketing communications approach to all significant initiatives, which will include measureable objectives set against delivering on government's priorities (for example, Immigration, Youth Strategy, Apprenticeship, etc.).

To support this outcome, CNS will:

- Develop, implement and evaluate an annual government communications plan that supports the overall government business plan.
- Develop, implement and evaluate annual, departmental communications plans – informed by the annual government business plan -- focused on government's priorities.
- Use evidence-based planning for all communications and marketing activities.
- Speak more directly to Nova Scotians through social media using insights from the 2015-2016 research study of current users and non-users of government social media
- Deliver a digital media component in all communications strategies.
- Implement a citizen-centric government website and web strategy.

CNS is legislated to deliver communications services in a fiscally responsible manner.

For 2016-2017, CNS will decrease its FTE complement through retirement, transfers to other departments and workforce reduction. Teams within CNS will be realigned to support greater efficiency and effectiveness through increased collaboration and coordination, as well as streamlined reporting relationships.

Enhanced focus will be placed on supporting departments and on corporate priorities through issues management, external stakeholder relations, digital media, research and analysis. CNS will work with departments to achieve this objective by listening, informing, and engaging Nova Scotians about government policies, programs and opportunities, through traditional and electronic channels.

Performance Measures

CNS will measure and evaluate progress on the above actions by:

- Analyzing awareness scores and qualitative and quantitative research results on identified government priorities and programs. This will help identify areas that may need more focus, what is important to Nova Scotians, and the appropriate avenue for communicating. CNS's target is to have results collected throughout the fiscal year showing increased awareness of government priorities, programs and services and how to access them, compared to the baseline set in 2014-2015.
- Studying web analytics measures on identified government priority sites. Google Analytics on these sites will enable us to determine effectiveness and impact.
- Continuing to examine the level of engagement by users of government social media platforms. CNS' target is to see increased engagement and satisfaction with these platforms compared to baseline set in 2014.
- Conducting pre-testing and post campaign evaluation, where appropriate, on significant marketing communications campaigns.
- Regularly review annual communications plans to ensure planned activities continue to align with government priorities.

Core Responsibilities/Services

As government's full-service, central communications agency, CNS is mandated in legislation to:

- provide centralized delivery of communications services including, but not limited to,
    - strategic communications planning,
    - marketing and advertising services, including media planning and buying,
    - communications research and evaluation,
    - media-relations services, including preparation and distribution of news releases,
    - graphic design,
    - strategic internet planning and design,
    - photography and videography,
    - writing and editorial services, and
    - coordination of printing services

- develop policies, practices, standards and guidelines with respect to communications from the Government of the Province, including but not limited to, policies, practices, standards and guidelines with respect to paid advertising, management of the corporate identity of government and social media use; and

- ensure that communications from government are
    - timely,

- accurate,
- effective and designed to meet established objectives,
- presented in a factual and respectful manner,
- delivered in a fiscally responsible manner,
- objective and not directed at promoting partisan interests,
- relevant to government responsibilities and priorities, and
- compliant with legal requirements and government policies and procedures.

CNS's core services are contained within three business areas:

Communications Planning

- Departmental communications planning: Coordinated and strategic long-term and day-to-day departmental communications activities, flowing from annual communications plans and in support of the government and departmental business plans
- Issues Management & Rapid Response: Proactive issues management, urgent departmental supports, media relations and media services
- Corporate communications: Corporate department/agency communications, external relations, and digital content planning

Marketing & Creative Services

- Graphic Design
- Editorial Services
- Image Services (photo/video)
- Marketing
- Internet Strategy
- Advertising (media planning/buying)

Communication & Corporate Services

- Project Management & Support
- Planning, Policy & Corporate Alignment
- Translation
- Research & Evaluation
- Budget (recoveries)

Actions

CNS will work with departments and central agencies to communicate government services and priorities to Nova Scotians and deliver innovative communication support to departments. Communications planning staff will work closely with all departmental teams to develop each department's annual communications plan, focusing on government's priority areas. Programs, initiatives or projects identified as a core department program or service, or in support of departmental mandates, will undergo collaborative analysis to determine specific, measureable communication objectives. CNS and departmental staff will then work together on a plan with strategic tactics to achieve those objectives.

CNS will continue to streamline and integrate its services with a focus on achieving better outcomes. It will maximize its existing resources to deliver the highest quality products and services in the most efficient way. CNS realignment and integration of communication services will focus on:

- Coordinated strategic communications planning
- Improved external stakeholder relations
- Early issue identification and management
- Maximizing digital media opportunities (web and social), speaking more directly to Nova Scotians
- More effective and efficient media relations
- Delivering high quality, lowest-possible cost products and services
- Evidenced-based strategies and tactics
- Increased measurability and evaluation

Baseline information/performance measures for each included below under 'Performance Measures'.

Performance Measures

Performance Measure	Baseline
Feedback from departments, including possible client satisfaction survey	new baseline would need to be set due to realignment work and changes in service offerings (i.e. project management)
Campaign evaluation and research (could include quantitative or qualitative research)	results collected throughout the fiscal year will show increased awareness of government programs and services and how to access them, compared to baseline set in fiscal 2014-2015
Number of Nova Scotians engaged in social media (Twitter, Facebook, YouTube, etc.) through such means as weekly monitoring of digital media to determine what Nova Scotians are responding to	baseline set in 2014-2015
Cost-benefit analysis (including analysis of negotiated savings and use of internal resources)	baseline to be set in 2016-2017 based on new invoice guidelines for suppliers and change to project management roles/responsibilities; some information from previous years is available through the corporate project archiving system
Qualitative research with media outlets and Press Gallery	baseline set in 2014

Departmental Expenses Summary

Expenses Summary

Departmental Expenses Summary
($ thousands)

Programs and Services	2015-2016 Estimate	2015-2016 Forecast	2016-2017 Estimate
Office of the Associate Deputy Minister	1,216.0	1,194.0	1,118.0
Client Services	626.0	637.0	732.0
Communications Planning	1,074.0	1,198.0	981.0
Communications Services	1,241.0	1,031.0	1,079.0
Marketing	2,661.0	2,758.0	2,507.0
Total - Departmental Expenses	6,818.0	6,818.0	6,417.0
Ordinary Recoveries	(454.0)	(278.0)	(403.0)
Funded Staff (# of FTEs)			
Department Funded Staff	90.5	100.9	86.5

Note:
For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1